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ABSTRACT

The objective of the Project to Revitalize Stump Creek was to design and implement a comprehensive approach to community revitalization. A key aspect of the plan was transfer of ownership to town residents. The town, location and locale, and selection process were described in this report. The project activities occurred in 7 separate phases: community profiling, community organization and feasibility determinations, planning and blueprinting, an environmental impact statement, implementation, revitalization assessment, and transition. Additional information was proved on project strategies, a baseline for economic viability, a funding overview, and some general concepts about small towns. Some of the risks associated with the project were listed. (PS)

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PAPER NUMBER ONE

The Project Approach

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THE REVITALIZATION OF STUMP CREEK

THE INSTITUTE ON MAN AND SCIENCE/RENSSELAERVILLE, NEW YORK

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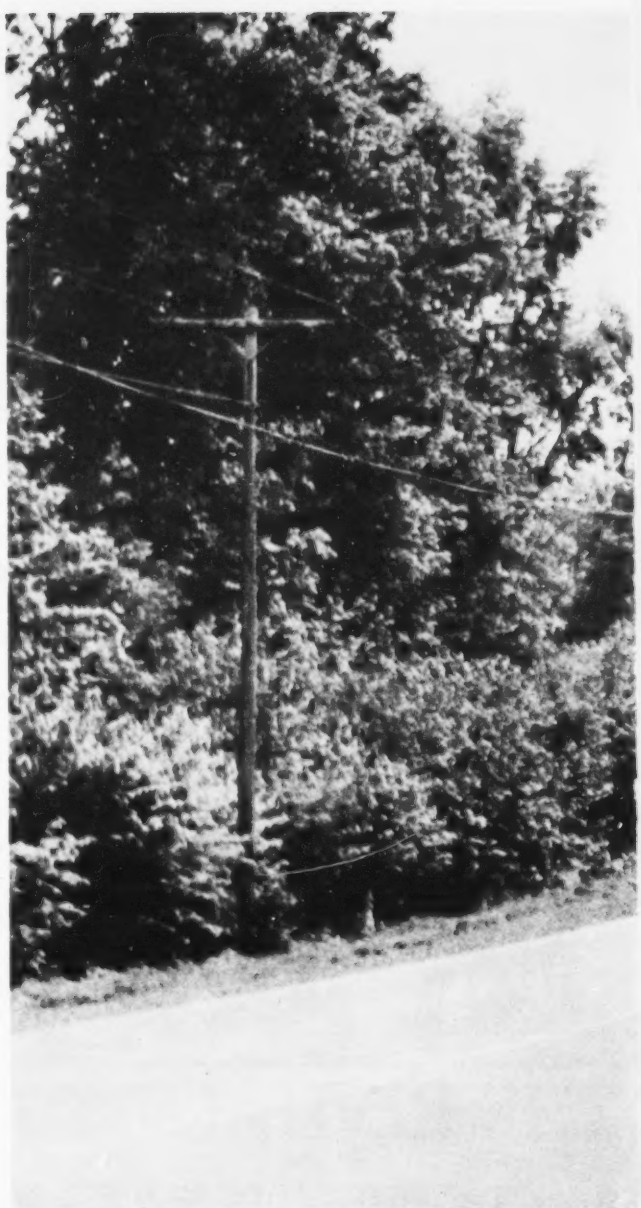

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The Project Approach

Introduction

This paper sets forth some basic ideas of an unusual demonstration project: the attempt to revitalize a small Pennsylvania town named Stump Creek. The project was initiated by the residents of Stump Creek and the staff of The Institute on Man and Science. Neither the community nor The Institute has done this before. For both, the project is a road not yet taken.

This paper is printed as the project begins. It presents the project's concept, rationale, scope, strategy and budget as they were tentatively conceived before the project set forth. Successive papers will share activities, processes and experiences of each major project phase.

We intend that the write-as-you-go strategy of these papers help us to steer clear of the rationalizations that hindsight so readily encourages. Also we wish to present the program's on-going process which is just as important as its final content.

These papers are primarily intended for those who engage--or who would wish to engage--in activities to understand and to renew human communities. The point is not to encourage others to follow in our steps, but rather to make better paths of their own.

Harold S. Williams
President
The Institute on Man and Science

Rensselaerville, New York
September, 1973

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Concept

The Institute on Man and Science, a non-profit educational center based in Rensselaerville, New York has joined forces with the declining Pennsylvania coal town of Stump Creek. The objective: to design and implement a comprehensive approach to community revitalization.

The project is an attempt to assist a group of rural people living in substandard rental houses in becoming a viable on-going community which has the capacity to sustain, support, and enrich the lives of its residents. A key aspect of the plan includes transfer of ownership to those who live in Stump Creek.

This is a prototype. The project's successes and failures are designed to be useful to hundreds of small towns throughout Appalachia who wish to become reanimated on their own terms and in their own scale. As a pilot endeavor, it will attempt to demonstrate that a judicious concentration of resources and imagination in a selected small town can effectively and economically respond to the difficult problems of rural poverty and decline.

The primary premise of the project is that small town reclamation must begin with the substance and fabric of human community. If Stump Creek is to sustain a revitalization, the restoration of housing is presumed no more critical than the restoration of pride...and the renewal of the waterworks no more telling than the renewal of hope.

Project Roles

The project began in June, 1973, when The Institute arranged for the complete purchase of Stump Creek from the real estate corporation which had owned it. The Jefferson-Clarion Non-Profit Housing Corporation agreed to hold title to the property and to act as transitional landlord, while The Institute staff and community residents worked on the revitalization.

Project roles are outlined below.

The Residents of Stump Creek

- To provide the content for a comprehensive revitalization plan.
- To assume final power and responsibility for the implementation of that plan.

The Institute on Man and Science

- To provide a structure and suggest a process for developing the revitalization plan.
- To identify and help to secure resources needed to reach revitalization objectives.

The Jefferson-Clarion Non-Profit Housing Corporation

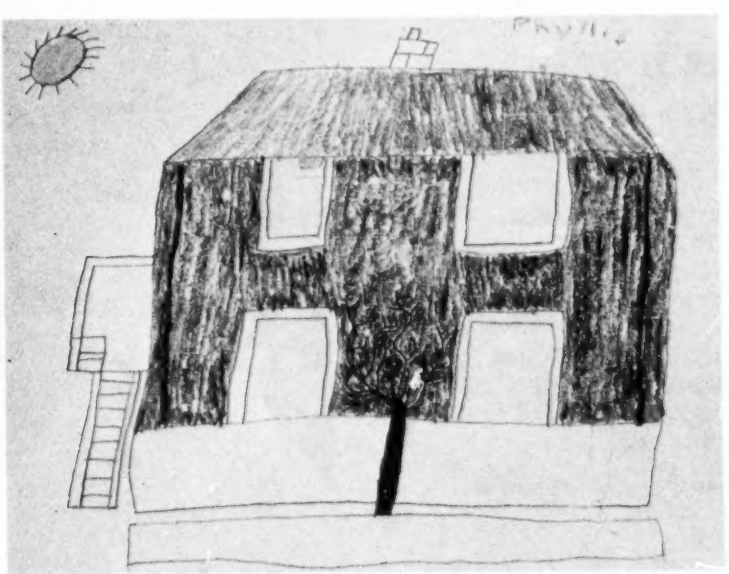
- To hold title to Stump Creek and act as transitional landlord during the project.
- To sell ownership on a no-gain basis and in accord with the revitalization plan.

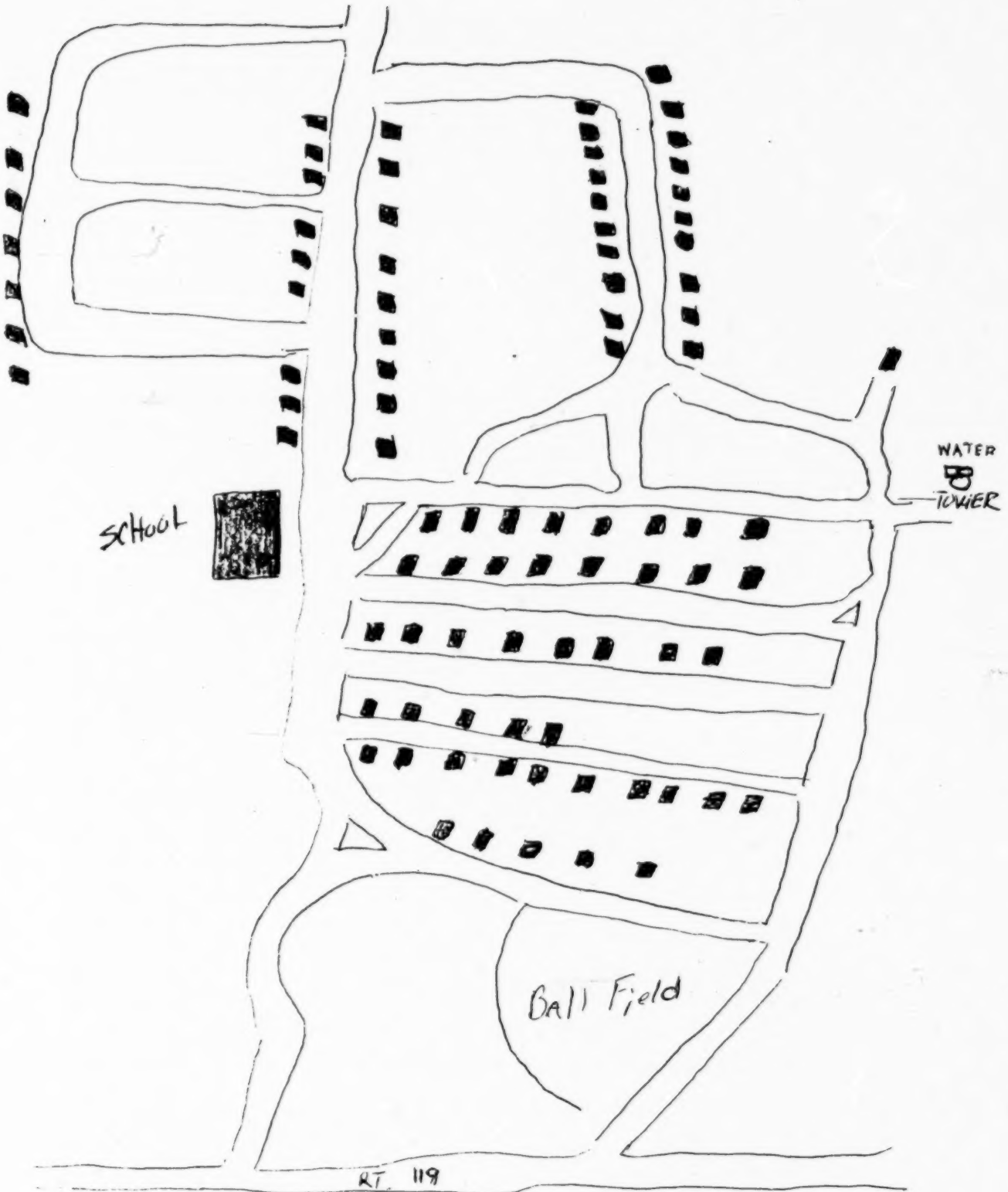
The Town

Stump Creek is a collection of 95 sturdy wood-frame houses which nestle on a rolling hillside of the Appalachian Plateau, 85 miles northeast of Pittsburgh. It lies in Jefferson County, a forested, hilly region with a high concentration of deep-vein coal operations, most of which have now been abandoned.

The town was built in 1922 by the Northwest Mining and Exchange Company to house the workers who mined an adjacent vein of bituminous coal. When the vein played out in 1949, the community was sold to a real estate corporation which has since operated the town as a set of rental houses. Maintenance has been minimal and only 45 of the homes remain occupied. The population of Stump Creek is 142; in its peak period of prosperity, it was almost 1,000.

Stump Creek is one of the hundreds of company-built towns tucked in small valleys and bluffs of both northern and southern Appalachia. Like most, it has seen a significant, continuing decline, most evident in physical terms. The predominant impressions are of sagging porches, peeling paint and curling plaster. Over 90% of the homes lack indoor toilets and all are served by a deep-well gravity flow water system whose pipes are corroded beyond repair. The town's brick school house has recently been closed.

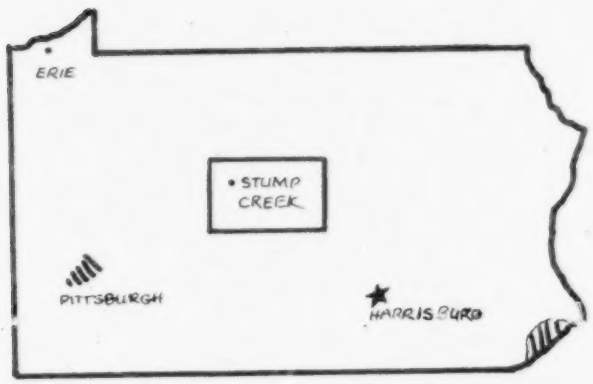


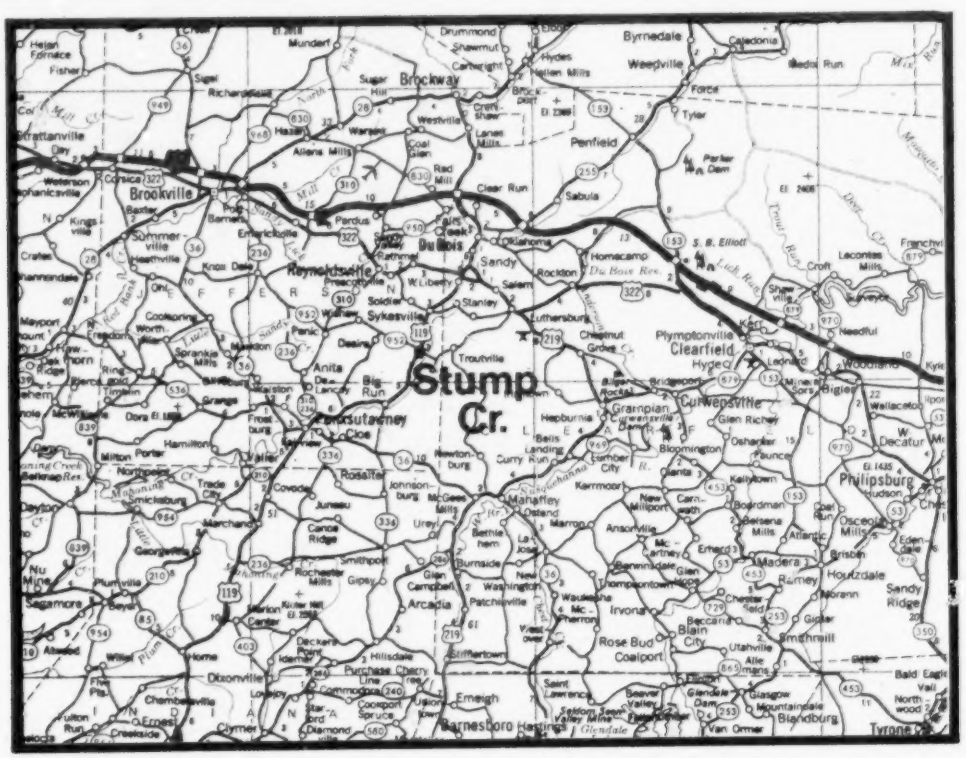


Bill Ferenci

Jeff Fiehr

Location and Locale





Stump Creek is located off Route 119, three miles south of Sykesville (pop. 2,300) and nine miles south of Du Bois (pop. 10,000). The East-West Interstate Highway, Route 80, has an access point twelve miles from Stump Creek.

Stump Creek is situated at the northern end of the Appalachian Plateau, where 75% of the land is forested. Its climate features warm summers, moderately cold winters and a mean precipitation of 43".

Selection of Stump Creek

Stump Creek was first identified as one of about ten small towns in Western Pennsylvania which were explored during team site-visit examinations by The Institute on Man and Science. It was then selected for further exploration on the basis of an overall sense of revitalization potential.

In October, 1972, The Institute initiated a dialogue with the residents of Stump Creek. During both formal meetings and numerous informal discussions, both The Institute and community residents attempted to articulate their hopes and fears for a proposed revitalization effort. After eight months of this dialogue, a consensus was reached that there was a strong desire to initiate a revitalization project and that the basis of a workable relationship had been forged.

During these discussions and a number of independent investigations, the following characteristics of Stump Creek became articulated and reassessed as the rationale for its final selection:

- ☐ A population sufficiently large to make possible some baseline sense of community yet sufficiently small to allow for a comprehensive effort with very limited resources.
- ☐ A beautiful and distinct geographical setting and close to a 4-lane highway and within a state-determined growth area.
- ☐ A proportion of some 50% of the rehabilitable homes presently unoccupied--allowing for community planning and a renewal of population without new construction.
- ☐ A set of some 100 houses which are structurally sound and basically appealing.
- ☐ A general similarity (in terms of physical, social, governance, and economic characteristics) to other declining small towns built by companies and/or centered on an industry which has died or left.
- ☐ A sense by almost all residents of physical decline and a clear desire to do something about it. For some a feeling that there is much to gain...for others a sense that there is little to lose.
- ☐ A lack of obsolete public works. While Stump Creek lacks many physical support systems, (e.g., sewage), it is similarly not burdened with things which are obsolete or outmoded.
- ☐ The presence of concerned, active, and capable residents, some with a capacity and willingness to assume leadership.
- ☐ A meaningful sense of revitalization, in that there is something to restore. Residents recall with pride the earlier days of mining activity. There are feelings of time and place on which to build.

Project Activities

In developing an early projection of project phases, The Institute recognized one important dilemma: On the one hand, it was important to secure an early assurance of funding, which depended upon a delineation of activities and their objectives. On the other hand, it was important not to develop a prefabricated solution to the problems of Stump Creek. It is in this spirit that the projection below is offered. It is a roadmap, but certainly not the journey.

Phase #1:

Community Profiling
(July-September, 1973)

Before the revitalization project begins, a profile of Stump Creek and its residents is drawn. The intent is to develop descriptive statements which will most accurately characterize the town and its workings. Techniques range from extensive personal interviews with people in every Stump Creek household to informal conversations, observations, and anecdotal material.

Objectives:

1. To provide Stump Creek residents with a general sense of who they are and what they tend to think, feel and do about things that are important to them.

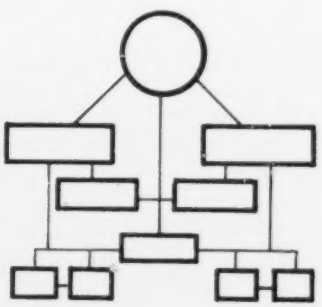
2. To provide The Institute on Man and Science with important information about the people and the setting with which they will be involved.

3. To establish a pre-project profile of Stump Creek which can later make possible an understanding of the project's impacts and effects.

A more limited profile of two nearby rental housing sites--the small town of Helvetia and a federally-subsidized rental building called Charlestown Village--is also compiled to allow for a determination of the ways in which Stump Creek is typical and atypical and to distinguish between effects caused by the project and those caused by other factors and forces in the region.

Phase #2:

Community Organization and Feasibility Determinations
(August-December, 1973)



Institute staff work with the community to develop the structures and processes needed to plan and implement a revitalization program. A primary mechanism is the mounting of small community-wide projects. Concurrently, feasibility studies are conducted on options for dealing with the rehabilitation of houses, arrangements for owning and renting homes, introduction of support systems (e.g., sewage), needed institutions (e.g., governance), and desired economic activities (e.g., small factories). Both costs and constraints are considered.

Objectives:

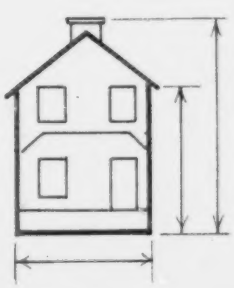
1. To define and articulate the important individual and collective needs and aspirations of Stump Creek residents.

2. To articulate and enhance the capacities and desire for leadership, participation, and decision-making in Stump Creek.

3. To force out as many options as possible for the community's future.

Phase #3:

Planning and Blueprinting
(November, 1973 - April, 1974)



Community organization now becomes the more formal function of community planning. A revitalization "blueprint" is constructed which specified objectives and activities in physical, economic, social, political, and cultural realms.

Concurrently, and in accord with the plan, feasibility analysis becomes site design, including engineering and all needed specifications for the options which are chosen for sewage, water, governance, houses, and other factors which the community wishes included.

Objectives:

1. To develop a formal plan which is capable of implementation in Stump Creek.

2. To gain the participation of most Stump Creek residents in the development of this plan.

Phase #4:

An Environmental Impact Statement (March-April, 1974)

The Environmental Impact Statement, required by federal law for all land-use projects that use federal funds, now forms the basis for a comprehensive project assessment. The assessment--to be developed by community residents, Institute staff, and at least one independent agent--is an attempt to set forth the full range of impacts which the project is anticipated to cause or create in Stump Creek, its township, and county.

Objectives:

1. To look squarely and honestly at all anticipated and unanticipated effects of the project, recognizing that not all will be intended, and not all will be beneficial.

2. To alter those aspects of the plan which this assessment suggests will lead to undesirable consequences.

3. To involve, as reactors and reviewers, people on a township, county, state and national level.

Phase #5:

Implementation (July, 1974 - December, 1977)

Implementation proceeds, based upon the workplan and time frames created in the planning and blueprinting phase. During the first two years, stress is placed upon the physical and governance components--the revitalization of homes, lawns, roads, sewage and water systems, and the introduction of structures needed to finance and manage them. During this phase, the majority of ownership is transferred to the community through the sale of homes to present and new residents and new rental sponsorships.

During the latter years, emphasis shifts to activities which meet economic and social objectives of the revitalization plan. Stress is placed upon the development of community services, and mechanisms for responding to public safety, recreation, health care, and other social needs. The introduction of one or more community-based economic activities is also foreseen.*

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*Economic development is not initially imperative, given the existing employment base in providing jobs for most Stump Creek residents. It is positioned later in implementation to allow for careful consideration of the kinds and meaningfulness of new jobs and economic ownership structures.

Objectives:

1. To implement major activities needed to meet the objectives of the revitalization blueprint.

2. To effectively swing the balance of ownership and decision-making power from the outside to the residents of the community.

3. In so doing, to create the basis for an on-going sustaining town at the levels of revitalization that have been reached.

Phase #6:

Revitalization Assessment
(January-March, 1977)

At this point, a comprehensive multi-viewpoint assessment takes place. It includes an examination of the extent to which objectvies have been reached and the nature and the extent of all direct and indirect project impacts. It is based upon the earlier projection of environmental impacts, a comparison of pre-project and after-project community profiles and a variety of interpretations from project staff and community residents.

Objectives:

1. To determine the extent to which objectives have been reached and activities completed.

2. To identify beneficial project effects (which should be maintained or strengthened) and undesirable effects (which should be altered or rechanneled).

3. To identify strengths and weaknesses of the project design and all major activities and strategies.

Phase #7:

Transition
(1977)

Although the process of revitalization is clearly on-going, The Institute will build-in a clear terminal point for its involvement--a tangible and symbolic transition point at which Stump Creek becomes more fully its own town.

At the point of termination, the Jefferson-Clarion Non-Profit Housing Corporation disposes of all remaining land holdings in and around Stump Creek. It is anticipated that this land will be given or sold to the community.

Project Strategies

1. Utilize ownership as a point of entry to Stump Creek which reduces the image of the outsider as a consultant--giving advice whose consequences only others must bear. Use it to create a helping but business-like relationship which community residents can understand: that of investment and a desire to recover the investment, albeit without interest. (This relationship is presumed greatly preferable to that of charitable agent or patron.)

2. Allow investment to create a logical source of involvement, interest and viewpoint for The Institute as an intervention agent. Express personal feelings, anxieties, hopes and problems--as do other residents and groups who are involved in the town. (This role is presumed preferable to that of the community developer as a blank slate, with no personal agenda or feelings.)

3. Work concurrently on many levels, recognizing that changes in Stump Creek can be sustained only with the active support of county and state level policies and programs. (For example, Stump Creek cannot introduce a new sewage system design unless the state will sanction and license it.)

4. Begin slowly, gradually building up the scale, cost and complexity of project activities, as community residents gain capacities to make increasingly larger decisions. (The danger of initial overload in this tiny place is clear.)

5. Attempt to anticipate the potential adverse effects of even those changes which are widely desired. (For example, the transition from a town which has always had a landlord and in which everyone is treated equally to one in which vested property interests and self-governance prevail, carries great disruptive potential.)

6. When problems are anticipated, raise them explicitly with Stump Creek residents. (For example, a problem is foreseen in utilizing rental and mortgage support programs which will differentiate among people on the basis of their income. The community will be asked to suggest how this problem should be handled.)

7. Attempt to integrate research and action. Without forcing general concepts, theories and data about small towns to fit the realities of Stump Creek, insure that all available knowledge is considered before understandings are reached and decisions made.

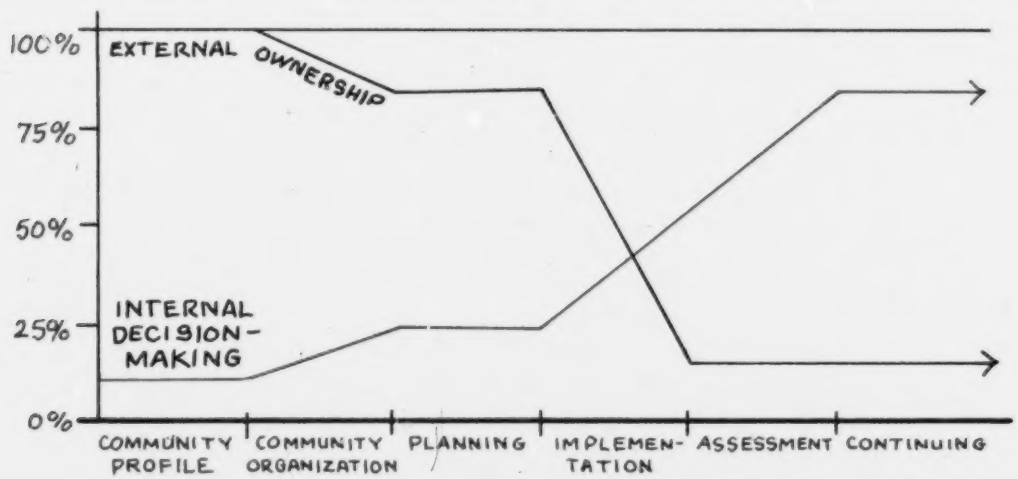
8. Do not allow Stump Creek to become a fishbowl for visitors. Design a program which will welcome outsiders, on a selective basis and on the terms of both the community (e.g., "We are your hosts, not your subjects.") and The Institute (e.g., "If you come, stay long enough to take a good look.").

9. Recognize the wisdom of the past. Stump Creek has a heritage which residents generally look back on positively. Against this backdrop, "modernization" also has disruptive potential. Begin with the premise that existing and past ways are appropriate, until new ones are shown to be clearly preferable.

10. Be especially sensitive to the difference between persuasion and coercion--both in the relationship between The Institute and community residents, and in relationships among community residents themselves. (For example, community residents who choose not to participate in the project have the right to do so, and to be as minimally affected as possible.)

11. Use ownership sparingly but firmly at key points in the project. (For example, stand firm on the constraint that virtually all residents must agree on a total revitalization plan before any homes are sold to anyone.)

12. Define a balance between the variables of ownership and project decision-making power. The projected balance is shown in the chart below which indicates that as the project begins, ownership is all external while community residents make very few decisions. (These are fundamental characteristics of Stump Creek's entire history.) Then, as the project moves through its phases, ownership gradually decreases, while residents' share of project decision-making power increases correspondingly.



The graph must be qualified by a recognition that revitalization in Stump Creek is anticipated to involve new governmental and institutional structures that will require a far greater distribution of power than has ever been the case. An implication is that no one party will have the potential in Stump Creek's future to accumulate the power which the landlord has held throughout its past.

Baseline for Economic Viability

In determining the economic viability of the project, the assumption is made that while Stump Creek's revitalization would contain many facets, it must have a baseline of viability centered upon the rehabilitation of houses. This question is key:

> Is there a sufficient market for the purchase and rental of Stump Creek houses rehabilitated, given the following constraints:
>
> —That the purchase price of homes must reflect the return of all monies invested in the acquisition and rehabilitation of houses, but without interest or profit.
>
> —That rehabilitation costs should be computed at a conservative level, with professional labor.
>
> —That to the extent that they wish to remain in the town as homeowners or renters, Stump Creek residents must have the opportunity, and the means, to do so.

Analysis of this question is summarized below in terms of cost and market factors.

I. Costs

The purchase price of Stump Creek, including interest and all closing costs, is $175,000. This can be allocated as follows:

$2,000 for each of 40 homes now lived in (each with a land plot)	$80,000.
$1,500 for each of 50 homes not lived in (each with a land plot)	75,000.
$ 200 for each of 70 acres of unimproved land	14,000.
$ 150 for each of 20 garages	3,000.
$3,000 for all public works (deep well, unimproved roads, streetlights, baseball field, etc.)	3,000.
	$175,000.

The average house (including both occupied and unoccupied dwellings) in Stump Creek contains 900 square feet and can be rehabilitated at an average estimated cost not exceeding $8.00 per square foot. If the average rehabilitation cost ($7,200) is added to the average acquisition cost ($1,900), the average sum invested is $9,000. If $1,000 of general project costs (e.g., for a sewage system) are "loaded" onto each home, the total dollar investment for the average house becomes $10,000. (The range of investment in houses is projected to go between $6,500 and $12,000.)

II. Markets

The primary market for the purchase of Stump Creek homes consists of those people who now live in the community and who wish to buy the house they have lived in. Two factors indicate that this is feasible, given a purchase price in the range indicated: 1) the annual sum from mortgage payments will not exceed 25% of the adjusted income of the great majority of Stump Creek residents; 2) the monthly mortgage payment is not significantly higher than the monthly rental now paid, especially if interest subsidy is available.

A secondary market consists of those people who once lived in Stump Creek or who are related to or close friends of Stump Creek residents. Initial investigations suggest that some 20-50 people in this category would both desire to purchase a Stump Creek house and have the economic capacity to do so.

A third-level market includes low income and moderate income families in the region who presently live in substandard housing. Preliminary explorations suggest that there are at least 40-50 families who would have the desire and capacity to purchase a home in Stump Creek, within the price range specified.

Three additional factors appear to underscore financial viability of the rehabilitation of houses:

1. The employment base in the township and county as presently constituted, is sufficient to support the markets noted above. Housing viability is possible without new industry.

2. The rehabilitation of houses and improvement of public works in Stump Creek is projected to appreciate the value of the 70 acres of unimproved land. Given the condition that no over-all profit be made on the investment, this adds a margin of safety to the calculations.

3. The costs of housing rehabilitation in Stump Creek compares most favorably with that of new construction. One example:

> Within 5 miles of Stump Creek, an apartment building with federally-subsidized rentals was recently completed. It is called Charlestown Village. It has 58 units of small two and three bedroom apartments and cost $950,000. In comparison, 58 homes in Stump Creek, larger than the rent subsidy units and each with a generous plot of land, is projected to cost $600,000.,--including the loading of $1,000. of public works costs onto each house.

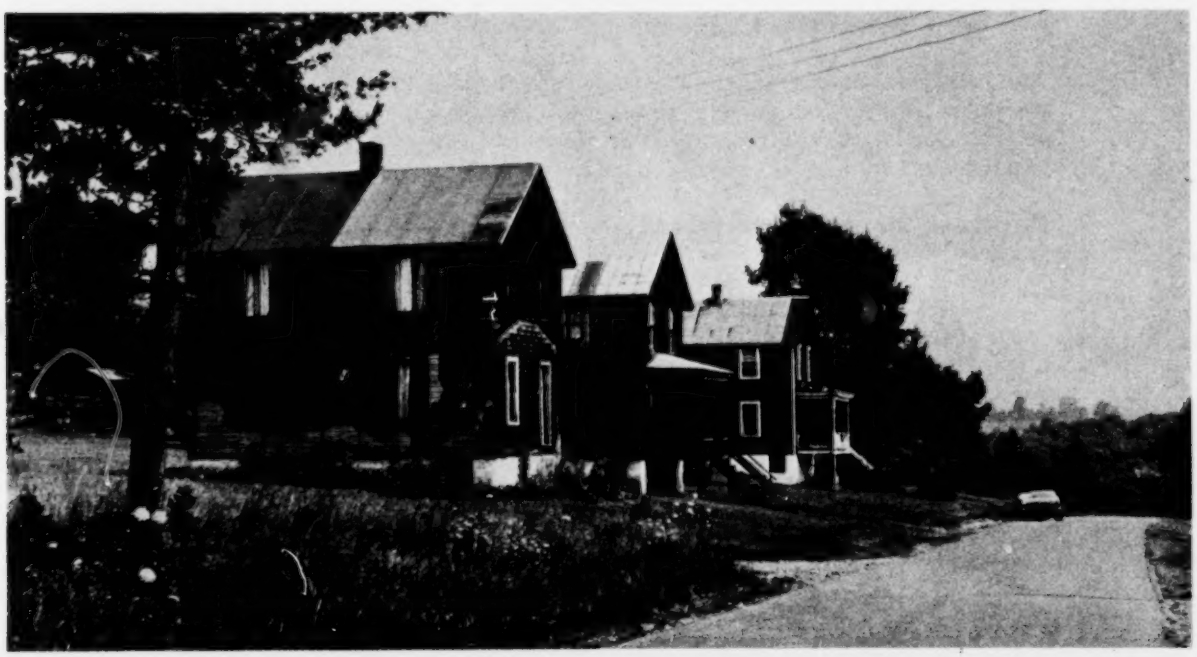
Funding Overview

1. The chart on the facing page indicates the funds projected to flow through Stump Creek during the period of revitalization. The total funds that must remain permanently expended or invested is much smaller. (About $800,000, for example, is projected to be returned through the sale of homes to present and future Stump Creek residents.)

2. Of the funds shown, all but $330,000 represent a capital investment for which an asset is created. Of this non-capital amount, about $150,000 is directly attributable to the pilot nature of the program. Research and project staffing could be significantly reduced if the project were seen as a one-time, isolated event.

3. Sewage and water--to be funded through a combination of federal and state grants and loans, user assessments and private philanthropy--are not included in the chart. It is difficult to estimate their cost until the detailed community site plan is available. A 1969 county-level study projected a cost of $190,000 for a package sewage system and $80,000 for a new water system.

4. As of September 15, 1973, grants and interest-free loans for the project have been received from the Klingenstein Fund and the Lavanburg Foundation of New York City; Pennsylvania Department of Community Affairs; U.S. Higher Education Act--through Clarion State College; Housing Assistance Council, Washington, D.C. (Tentative approval).



ITEM	PROJECTED TOTAL COST	MAJOR PROJECTED SECTOR FOR FUNDS
1. Stump Creek selection and exploratory research	$ 10,000.	Private
2. Stump Creek acquisition, including closing costs	175,000.	Private
3. 5-year project staffing	150,000.	Public
4. Site Design (physical surveys, contour map, etc.)	25,000.	Public
5. Public works studies and blueprints	15,000.	Public
6. Environmental Impact Statement	50,000.	Public
7. House rehabilitation - materials	310,000.	Private
8. House rehabilitation - labor	250,000.	Public
9. Insurance and property maintenance (prior to sale)	50,000.	Private
10. Parks and public spaces	25,000.	Public
11. Project research and assessment	50,000.	Public
12. Legal fees (preparation of house and property titles and mortgage)	25,000.	Private
13. Dissemination of results	20,000.	Public
	$1,155,000.	

Small Towns - Some General Concepts

Before engaging in the revitalization project with Stump Creek, The Institute on Man and Science articulated the following general concepts about small towns and their revitalization. Each is directly reflected in the Stump Creek project.

Some Propositions:

Small towns need not be viewed as outdated or obsolete. Far from an artifact or casualty of progress, they are an important alternative to urban and suburban life. As a habitat of small and human scale, they may prove more important to our future than to our past.

Small towns in the present are generally different from small towns in the past. They may no longer be viewed as closed or even separable social systems. Their linkages to urban America are pervasive and influential and much of their cultural base is no longer indigenous.

Small town revitalization must be a highly selective undertaking. Some small towns cannot justify a concentrated commitment of resources. Others do not want one.

On a selective basis, small town revitalization is constructive and useful. Many argue that the death of the small town is the social process at work--an evolutionary trend. Yet trend is not destiny, and interventions on behalf of small towns are just as appropriate as interventions on behalf of big cities.

Small town and inner city revitalization are related. Small towns may hold important clues for the renewal of urban neighborhoods. Their small scale makes possible the identification of successes and failures of renewal efforts and understanding of the actions and conditions that have brought them about.

Small towns have a right to project and plan their future. While they must certainly recognize the influence of national and regional forces, they need not solely adjust to external factors. They have a right to set and pursue goals that are expressive and distinctive.

The "smallness" of small towns is relative. The presumption that the diversity of the city requires a population measured in hundreds of thousands is challenged by the fact that many of the great cities throughout man's history had a population of less than 10,000 people.

Some Points of Approach:

Revitalization in the small town must often be concentrated and potent. Incremental steps and limited efforts are often insufficient to overcome a dynamic of decline and to empower the small town with sufficient resources to set and reach goals.

Revitalization should be understood as something more than physical rehabilitation, economic development, and the introduction of social service systems. The social and cultural fabric -- the sense and practice of human community -- must be basic.

Revitalization in small towns demands a distinctive framework. Increasingly, concepts and tools of research, planning and development are implicitly urban. Yet the problem of reanimating the small social unit is fundamentally different than the nurturing of urbanization.

The scope of revitalization must include an accommodation of past and future. While not based upon a return to the past, revitalization must articulate traditions, values, and even myths within small towns that are sustaining and integral. At the same time, future viability demands significant change and a recognition of new realities. A balance between continuity and disruption...between permanence and change...is critical.

Multiple funding strategies are needed in revitalization. Both public sector and private sector orientations are needed, and both profit-making and philanthropic approaches important.

Revitalization often needs both internal and external support. To be sustaining and ethical, social change should be based upon and managed by those who reside in small towns of focus. External participation is also needed to generate sufficient alternatives to make planning and goal-setting meaningful.

A Postscript

As the project sets forth, The Institute on Man and Science recognizes that it carries clear and potent risks. Some are associated with project failures:

1. Expectations of Stump Creek residents would have been considerably raised. If they were to be completely unfulfilled, the human costs will be high. The negative effects of holding out desirable things to people while denying them access to the resources needed to reach them are well known.

2. Failure would be highly visible. One has only to drive through Stump Creek in five years to quickly grasp the outcome of the project.

3. Initial success in revitalizing Stump Creek could be followed by a failure of its residents to sustain the new conditions created. In that instance, The Institute's investment and commitment would be sufficiently substantial that it might prove difficult or even impossible to terminate involvement.

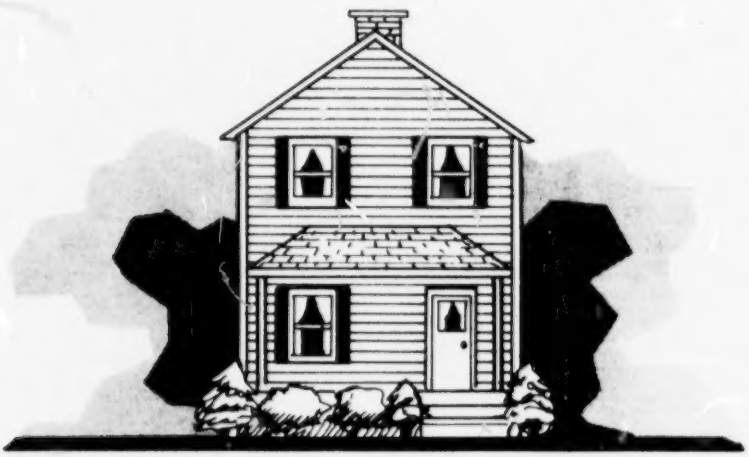
Other risks attend the possibility of success:

1. The project could start a dynamic which, once in motion, proves difficult to control. Rising values of the properties surrounding Stump Creek, for example, could lead to land-use patterns quite out of keeping with the community, its small scale, and its rural premises.

2. Even if it remains in scale, success could have harmful side effects. Social change is not necessarily social progress. If the effects of revitalization, on balance, prove undesirable, The Institute is certainly implicated.

3. In the midst of great activity, The Institute could find it difficult to identify the point at which it should disengage. Leaving too early could leave the community with insufficient support; leaving too late could infuse the community with the judgment and values of the intervenors.

There are clear risks. But there are also clear benefits. Stump Creek needs and wants help. A careful examination suggests that it deserves and justifies help. The next step has a moral dimension. Man has claims upon Man.



Future papers will report on the process and content of each revitalization phase as it is completed.

This first project paper has been widely distributed. If you would like to receive copies of future papers, please make a written request to The Institute on Man and Science, Rensselaerville, New York 12147. A charge of 50¢ per copy will cover postage and handling.

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The Institute on Man and Science

The Institute on Man and Science, independent and non-profit, is an educational center concerned with new approaches to critical social problems. Its activities include forums and meetings, research studies, and demonstration projects such as the Revitalization of Stump Creek.

Major themes of the Institute now include the renewal of human communities, the interaction of man and technology, and the assessment of environmental impacts and land use planning.

The Institute is funded by individuals, foundations, and public and private-sector agencies. It receives no tax subsidies from any level of government. Among the organizations that have sponsored its projects are the Rockefeller Foundation, the Klingenstein Fund, U.S. Office of Education, National Endowment for the Humanities, Daniel and Florence Guggenheim Foundation, The Johnson Foundation, and the Roger Straus Memorial Foundation.

The Institute operates from its 100 acre campus in Rensselaerville, New York, twenty miles southwest of Albany. Its campus facility accommodates up to 70 persons for resident programs.

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